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ABSTRACT

Ways in which organizations can break free from counterproductive reactions are outlined. The text is divided into four parts and opens with a discussion on how to deal with a new reality. It details ways in which groups strive for cohesion, introducing a model that outlines the differences people have in their capacity for changing and their comfort with change. Part 2 focuses on the different kinds of personality types revealed by change: the overwhelmed response (a low capacity for changing combined with a low comfort with change); the entrenched response (a high capacity for change combined with a low comfort level); the "BSer" (comfortable with change but resists it); and learners (high comfort with change and an equally high ability to change). Part 3 offers advice on how organizations can identify, cope with, and remedy resistance and discomfort to change, whereas part 4 examines leadership, showing how leadership, especially the leader's role in any transition, is a shared process. Two appendices define common terms used in the text and trace the development and evolution of the personality model used here. (Includes an index and 67 references.) (RJM)

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